
INTERNATIONAL JOURNAL OF SCIENCE ARTS AND COMMERCE

Association between Intrinsic Motivation and Dimensions of Organizational Citizenship Behaviour: Evidence from Administrative Staff of State Universities in Sri Lanka

M G G Hemakumara,Ph.D.

Senior Lecturer Institute of Human Resource Advancement, University of
Colombo, Sri Lanka.

Abstract

Recent studies on employee motivation and organizational citizenship behaviour (OCB) has focused on the effect of motivation on OCB in general. This study explores the association between intrinsic motivation and dimensions of OCB relationship based on the administrative staff of Sri Lankan state universities. The focus of this study was to analyze the effect of extrinsic motivation on dimensions of organizational citizenship behaviour of administrative staff of 15 state universities in Sri Lanka. Established questionnaires were used to collect data. A total of 168 questionnaires were used for the analysis. The data was analyzed by SPSS package.. It can be concluded that, out of five dimensions of OCB, four dimensions having direct and positive impact from intrinsic motivation. The study found that intrinsic motivation has positive impact on altruism, conscientiousness, sportsmanship and courtesy. But the present study does not confirm the relationship between intrinsic motivation and civic virtue.

Key words: altruism, conscientiousness, civic virtue, courtesy intrinsic motivation, organizational citizenship behaviour, sportsmanship.

1: Introduction

Organizational citizenship behavior (OCB) has become a popular research area in management today. OCB was firstly introduced by Bateman and Organ in 1983. OCB is the individual behaviour which is discretionary, not explicitly or directly recognized by the organizations official reward system, and which promotes the effective human functions of the firm. Further OCB is referred as a set of discretionary organizational behaviours which exceed employer's basic job roles. Further it is explained as behaviours that go beyond the employer's call of duty.

Research on OCB has been a popular topic from past three decades since it introduced. (Organ 1988; Zeyada 2018).

There are five commonly accepted dimensions of OCB such as Altruism, conscientiousness, courtesy, sportsmanship and civic virtue (Newland 2012).

A number of recent researchers have tried to identify and explain the relationship between employee motivation and OCB. Ahmed and Khan (2016) found that there is a strong relationship with both intrinsic motivation and extrinsic motivation to the OCB.

However the association between intrinsic motivation and individual dimensions of OCB is still uncovered and researchable issue. Accordingly this study aims to explore the effect of intrinsic motivation on the five dimensions of OCB based on the administrative staff of 15 State Universities in Sri Lanka.

2: Literature Review

2.1: Employee Motivation

Employee motivation is an important factor in determining individual efficiency and productivity. Thus, it is a management process which influencing the behaviour based upon the knowledge of what make individual think. So it is essential that effective and strong motivation of at different levels must be much comprehensible in order to satisfy individuals and make them more committed to their jobs (Salleh et al, 2014). Moreover, emotional feature of an individual encourages to act towards a goal of desire. Therefore, motivation helps to achieve organizational goals through rewards of employees. (Zafar et al 2014). Nizamand Shah (2015) suggested that the goal of employee motivations is to cause employees to put up their best effort alone with enthusiasm and effectiveness towards achieving the goals of organizations.

Motivation frameworks generally address two types of motivation that is intrinsic and extrinsic. The motivational stimulus which comes from within the person is called intrinsic motivation. There person has the desire to do a specific task because its outcomes are in accordance with his or her belief. Examples of intrinsic motivators are acceptance, happiness, curiosity, honor, independence, social status etc. The motivational stimulus which comes from outside the person is called as extrinsic motivation. There, the desire to perform certain things is controlled by an outside source such as money, rewards, material achievements etc. (Jaman& Hossain 2015).

Pradifa & Welly (2014) stated that driving force of task sourced from inside the employees as individuals, in the way of awareness about the significant or importance of the work benefit or performance is called intrinsic motivation. Therefore, the motivation comes from duty dene, because of being able to do of fun, or achieving an objective or the expectations it gives are positive in future, is intrinsic nature. On the other hand, the driving force of workers as individuals or self-employees the form of a situational condition obliged the person to carry out the duty to its fall potential is extrinsic motivation.

Abah & Nwokwu (2016) have shown that how employee motivation starts. In that study, they underscored motivation may start with need deficiency. A person has unsatisfied needs and aspirations which him or her intends to meet. A tension will be created by this need deficiency in the person to react in certain way towards the satisfaction with those needs. The fulfillment of desired needs, wants and aspirations provides the individual a sense of achieving or fulfillment with translates to productivity and performance highly. This shows why people demonstrate several patterns of behavior at different to times in the workplace.

2.2: Organizational Citizenship Behavior

As cited by León-Cázares (2012) Organ (1998) defined organizational citizenship behaviour (OCB) as the behaviour carried out by the employee that is not rewarded by the formal system, but support the effectiveness of organization factors. It tends to take the extra role behaviour of employees which this extra role behaviour is important for organizational effectiveness. Therefore it is clear that OCB is an optimal and voluntary behaviour which stems from additional work which an employee play at work. These are the behaviours that will not support to satisfy personal benefits. But they are encourage engagement in an organization. OCB is the behaviour which an employee does not expect reward from the organization and also they are not punished for not acting such behaviours. Therefore this behaviour represents the positive behaviours which are optional in nature, non-coercive nature, which is not explicitly and directly reflect in the intensive system of an organization. Bur there are of great importance to an organization to the success and effectiveness for achieving organizations objectives. Further OCB includes positive behaviours such as making suggestion to improve organizations performance and helping colleges at work. (Zeyada, 2018).

Newland (2012) and Raghoebarsing (2011) have explained the five dimensions of QCB based on the existing literature as follows; Altruism, this includes peacekeeping, altruism and cheerleading. Courtesy; try to prevent organizational problems by communication and making general consideration for others. Conscientiousness is the interpersonal behavior which benefits an organization as a whole. Sportsmanship; person's willingness to deal with the poor situations without making any complaints, willingness to sacrifice own personal interest for the benefit of the work group. Civic Virtue; contributing opinions for important organizational issues and participating for the culture and life to the organization.

3: Operationalization of Variables

Motivation scale developed based on the two factor theory is used to measure the intrinsic motivation (Eak et al 2013). The questionnaire covers the six elements of intrinsic motivation, such as achievement, recognition, advancement, personal growth, work itself and responsibility.. Questions are rated on a 5-point likert scale ranging 1 (strongly disagree) to 5 (strongly agree).

OCB scale of Bez (2010) was used to measure the OCB of the sample which the recorded reliability value was 0.88. This scale covers the five elements of OCB such as a altruism,

conscientiousness, sportsmanship, courtesy and civic virtue. The questions are rated on a 5-point scale ranging 1 (Never) to 5 (Very often).

4: The Sample Profile

The sample consists of 168 respondents and they are belonging to four administrative positions. There are 69 (41.1%) Assistant Registrars, 68 (40.5) Senior Assistant Registrars and 29 (17.3%) Deputy Registrars. The distribution of them within the 15 universities is given in Table 1.

Table 1. The Distribution of Sample Among Universities.

University	Number of Respondents	Percentage of Respondents
University of Colombo	16	9.52
University of Peradeniya	27	16.07
University of Sri Jayawardanapura	14	8.33
University of Kelaniya	08	4.76
University of Moratuwa	09	5.36
Universiy of Jafna	08	4.76
University of Ruhuna	15	8.93
The Open University of Sri Lanka	10	5.95
Eastran University of Sri Lanka	05	2.98
South Eastran University of Sri Lanka	09	5.36

Rajarata University of Sri Lanka	10	5.95
Sabaragamuwa University of Sri Lanka	12	7.14
Waymba University of Sri Lanka	09	5.36
Uwawellassa University of Sri Lanka	06	3.57
University of Visual and Performing Arts	10	5.95
Total	168	100

5: Association Between Intrinsic Motivation and Dimensions of Organizational Citizenship Behaviour

The relationship between intrinsic motivation and five dimensions of OCB was tested separately. The results of the regression analysis of altruism, conscientiousness, sportsmanship, courtesy and civic virtue with intrinsic motivation is given in the following sections.

5.1: The Regression of Altruism Upon Intrinsic Motivation

The P value for the regression analysis is 0.000 which is less than 0.05. Which means intrinsic motivation can be used to predict altruism. The R-Square value is 0.078 which means 8% of the variation in altruism can be explained by intrinsic motivation. The Durbin-Watson statistic is 1.903 which is not too far from 2. Therefore there is no problem of autocorrelation. The P value for intrinsic motivation is 0.00 which is less than 0.05. Therefore intrinsic motivation is a significant predictor of altruism.

The 95% confidence interval for intrinsic motivation is (0.195, 0.626) where the value of 0 does not fall within the interval, again indicating intrinsic motivation is a significant predictor. The VIF value is below 5, indicating that there is no problem of multicollinearity

Table 2. The Regression Coefficient for Organizational Citizenship Behavior Upon Intrinsic Motivation.

Variable	Unstandardized Coefficients		Standardized Coefficients	t	P value	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	2.480	4.39		5.645	.000	1.612	3.347		
Intrinsic Motivation	.411	.109	.280	3.757	.000	.626	.626	1.000	1.000

5.2: The Regression of Conscientiousness Upon Intrinsic Motivation

The P value for the regression analysis is 0.010 which is less than 0.05. Which means intrinsic motivation can be used to predict conscientiousness. The R-Square value is 0.39 which means 39% of the variation in conscientiousness can be explained by intrinsic motivation. The Durbin-Watson statistic is 1.926 which is not too far from 2. Therefore there is no problem of autocorrelation. The P value for intrinsic motivation is 0.010 which is less than 0.05. Therefore intrinsic motivation is a significant predictor of conscientiousness.

The 95% confidence interval for Intrinsic Motivation is (0.88, .641) where the value of 0 does not fall within the interval, again indicating intrinsic motivation is a significant predictor. The VIF value is below 5, indicating that there is no problem of multicollinearity

Table 3. The Regression of Conscientiousness Upon Intrinsic Motivation

Variable	Unstandardized Coefficients		Standardized Coefficients	t	P value	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	2.637	.563		4.684	.000	1.526	3.749		
Intrinsic Motivation	.003	.140	.198	2.600	.000	.088	.641	1.000	1.000

5.3: The Regression of Sportsmanship Upon Intrinsic Motivation

The P value for the regression analysis is 0.028 which is less than 0.05. Which means intrinsic motivation can be used to predict sportsmanship. The R-Square value is 0.29 which means 29% of the variation in sportsmanship can be explained by intrinsic motivation. The Durbin-Watson statistic is 2.019 which is not too far from 2. Therefore there is no problem of autocorrelation. The P value for intrinsic motivation is 0.028 which is less than 0.05. Therefore intrinsic motivation is a significant predictor of sportsmanship.

The 95% confidence interval for intrinsic motivation is (0.030, 0.506) where the value of 0 does not fall within the interval, again indicating intrinsic motivation is a significant predictor. The VIF value is below 5, indicating that there is no problem of multicollinearity

Table 4. The Regression of Sportsmanship Upon Intrinsic Motivation

Variable	Unstandardized Coefficients		Standardized Coefficients	P value	95.0% Confidence Interval for B		Collinearity Statistics		
	B	Std. Error			Beta	Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	2.800	.485		5.778	.000	1.843	3.757		
Intrinsic Motivation	.268	.121	.170	2.220	.000	.030	.506	1.000	1.000

5.4: The Regression of Courtesy Upon Intrinsic Motivation

The P value for the regression analysis is 0.003 which is less than 0.05. Which means intrinsic motivation can be used to predict courtesy. The R-Square value is 0.054 which means 5% of the variation in courtesy can be explained by intrinsic motivation. The Durbin-Watson statistic is 2.085 which is not too far from 2. Therefore there is no problem of autocorrelation. The P value for intrinsic motivation is 0.00 which is less than 0.05. Therefore intrinsic motivation is a significant predictor of courtesy.

The 95% confidence interval for intrinsic motivation is (0.113, 0.524) where the value of 0 does fall within the interval, again indicating intrinsic motivation is a significant predictor. The VIF value is below 5, indicating that there is no problem of multicollinearity

Table 5. The Regression of Courtesy Upon Intrinsic Motivation

Variable	Unstandardized Coefficients		Standardized Coefficients	P value	95.0% Confidence Interval for B		Collinearity Statistics		
	B	Std. Error			Beta	Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	2.817	.418		6.744	.000	1.992	3.641		
Intrinsic Motivation	.318	.104	.231	3.065	.000	.113	.524	1.000	1.000

5.5: The Regression of Civil Virtue Upon Intrinsic Motivation

The P value for the regression analysis is 0.065 which is more than 0.05. Which means intrinsic motivation cannot be used to predict civil virtue. The R-Square value is 0.020 which means 2% of the variation in civil virtue can be explained by intrinsic motivation. The Durbin-Watson

statistic is 1.656 which is too far from 2. Therefore there is a problem of autocorrelation. The P value for intrinsic motivation is 0.65 which is more than 0.05. Therefore intrinsic motivation is not a significant predictor of Civil Virtue.

The 95% confidence interval for Intrinsic Motivation is (-0.017, 0.562) where the value of 0 fall within the interval, again indicating intrinsic motivation is not a significant predator. The VIF value is below 5, indicating that there is no problem of multicollinearity

Table 6. The Regression of Civil Virtue Upon Intrinsic Motivation

Variable	Unstandardized Coefficients		Standardized Coefficients	t	P value	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	2.711	.598		4.605	.000	1.549	3.874		
Intrinsic Motivation	.273	.146	.143	1.861	.000	-.017	.562	1.000	1.000

6: Conclusion

Based on the regression analysis, the association between intrinsic motivation with five dimensions of OCB was examined.. According it can be concluded that out of five dimensions of OCB, four having direct and positive relationship from intrinsic motivation. The study found that intrinsic motivation has positive effects on altruism, conscientiousness, sportsmanship and courtesy. But the present study does not confirm the relationship between intrinsic motivation and civic virtue.

This finding is differ from previous study conducted by Warraich et al (2014) based on the banking sector, where they found that employee motivation has a positive effect on three dimensions of OCB. These are altruism, conscientiousness and civic virtue. However they have tested the impact of motivation, rather than intrinsic motivation.

Since the intrinsic motivation does not support civic virtue organizations must find out some other mechanism to improve it.

7: References

Abah, E. O., & Nwokwu, P. M. (2016). Work Place Motivation and Employee Productivity in the Nigerian Public Organizations: The Federal Radio Corporation of Nigeria (FRCN) Experience. *Journal of Resources Development and Management*, 20, 30-41.

- Bez, O. (2010). Organizational Citizenship Behavior and its Relationship with Major Attitudinal Factors: A Comparative Study between Two Police Regions of Turkish National Police.
- Eak, B. B., Yin-Fah, B. C., Gharleghi, B., & Thiam, K. S. (2013). The effectiveness of intrinsic and extrinsic motivations: A study of Malaysian Amway company's direct sales forces. *International Journal of Business and Social Science*, 4(9).
- Jaman, M. M., & Hossain, A. (2015). Motivation in The Workplace to Improve the Employee Performance.
- León-Cázares, F. (2012). Organizational citizenship behaviors among public employees. A structural equation modeling approach. Guadalajara, Mexico. Editorial Universitaria
- Newland, S. J. (2012). Organizational Citizenship Behavior-Individual or Organizational Citizenship Behavior-Organization: Does the Underlying Motive Matter?
- Nizam, K., & Shah, F. M. (2015). Impact of Employee Motivation on Organizational Performance in Oil and Gas Sector of Pakistan. *International Journal of Managerial Studies and Research (IJMSR)*, 3(12), 7-15.
- Organ, D. W. (2018). Organizational Citizenship Behavior: Recent Trends and Developments. *Annual Review of Organizational Psychology and Organizational Behavior*, 80, 295-306
- Pradifa, I. A., & Welly, J. (2014). The influence of motivation against employee turnover: case pt melati. *Journal of business and management*, 3(1), 89-101.
- Salleh, F., Dzulkifli, Z., Abdullah, W. A. W., & Yaakob, N. H. M. Y. (2014). The Effect of Motivation on Job Performance of State Government Employees in Malaysia. *International Journal of Humanities and Social Science*, 1, 147-154.
- Zafar, N., Ishaq, S., Shoukat, S., & Rizwan, M. (2014). Determinants of Employee Motivation and its impact on Knowledge Transfer and Job Satisfaction. *International Journal of Human Resource Studies*, 4(3), 50.
- Zeyada, M. (2018). Organizational Culture and its Impact on Organizational Citizenship Behavior. *International Journal of Academic Research in Business and Social Sciences*, 8(3), 418-429.